

# Shrewsbury Public Library Strategic Plan of Service 2012 through 2016

Library Service  
Focused on Community Needs

Approved by Board of  
Library Trustees 9-28-2010

# Our Planning Process and Team

In June 2010 the board of Library Trustees undertook a strategic planning process, based on the Public Library Association's planning model entitled Strategic Planning for Results, 2008 edition. This planning model embraces the idea that planning for library services cannot be based on national or regional standards or cookie cutter models, but instead must be grounded in careful consideration of local issues and needs.

As part of this planning process, the Trustees launched a proactive information gathering process that ultimately solicited input from more than 700 individuals, both inside and outside the library. The process included

- Focus group meetings with Library administrators, staff and Trustees
- Establishment of a Community Planning Committee (CPC), consisting of eleven members representing various sectors and interests in the community, led by Library Planning Consultant Carolyn Noah of Noah & Associates. The CPC's role was to advise the Board of Library Trustees on the appropriate service priorities the library should focus on in coming years
- Consideration of the results of community survey conducted as part of Building Program Statement development process, which preceded this planning work. The survey was mailed to every residence in Shrewsbury, distributed in the Library and on the library website. Drop off locations included the Library, the Town Clerk's office and the Senior Center. Over 600 responses were received
- Review of demographic data from Central Mass Regional Planning Commission and the latest US Census data

## Community Planning Committee Members

- Suchitra Agrawal, member of India Society of Worcester
- Erin Canzano, member of the Shrewsbury School Committee
- Jeff Chin, Executive Director of Shrewsbury Youth & Family Services
- John Concordia, Member of the Council on Aging Board
- James Dupont, Manager of Shrewsbury Federal Credit Union
- Patricia Forts, Senior Director of Strategic Planning, Fallon Community Health Plan
- Lauren McShane, Graduate student
- Wendy Morin, Vice President of Human Resources, Central One Federal Credit Union
- Susan Nerkowski, frequent library use
- Dennis Holtgreffe, Electronic Resources Librarian and Library staff representative
- Carol Borgatti Cullen, Library Trustee, Shrewsbury Public Library Foundation Board Member and Trustee Board Representative

The Shrewsbury Public Library greatly appreciates the guidance and contributions, as well as the generous time given by CPC members. Throughout the process, we have recognized the important role these partners played in this effort. We are grateful for their thoughtful consideration throughout the planning process- and for their sound recommendations for library service in the coming years.

## Work of the Community Planning Committee

The CPC began their work by considering community needs, with a focus group activity led by planning consultant Carolyn Noah. The CPC identified the following strengths, weaknesses, opportunities and threats facing Shrewsbury.

### Internal Conditions

#### STRENGTHS

Strong school system /global  
focus/inclusivity  
Diversity  
Low tax rates  
Spirit of Shrewsbury  
Interagency partnerships  
Safety  
Friends of Library, Senior Center  
Strong town services  
Spirit of Shrewsbury  
Growing population  
Beautiful  
Rte. 9 improvements  
Park and lake  
Caring ethical town people  
Safety  
Available housing  
Library online tutoring

#### WEAKNESSES

Need more businesses  
Fast growth – can’ t meet expenses  
Budget constraints  
Residents not as engaged as we’ d like  
Town not as cohesive as we’ d like  
No activity after 9 pm, no money made  
after 9 pm  
Underdeveloped parks and lakefront  
Little available land  
Sleepy for teens, YAs  
Challenge to get local information out  
Change in character as farms disappear  
Not everyone is online

### External Conditions

#### OPPORTUNITIES

Location – easy to access, easy commute  
Colleges and students as resources  
Tech savvy area  
UMass  
Biomedical center  
Worcester as model for activities  
Grant opportunities  
Corridor 9 Chamber of Commerce  
Regional airport

#### THREATS

Economy and shifting priorities  
State and federal budgets  
Malls around Shrewsbury  
Unfunded mandates  
Asian long horned beetle  
Health crises  
Charter schools  
Industry failures  
Regional interdependence

Price of gas for commuters  
State government ethics  
Gambling

The CPC then identified the following community visions and desirable outcomes for Shrewsbury

- Lower tax rate
- Library facility improvements and parking
- Strong school system
- Better town recreation facilities
- More online databases/services
- Recognition of town's stronger identification with Metrowest
- Development of Route 9
- More cultural activities
- Services for non-English speakers
- Improved access to town resources
- Access to college prep programs, Job Center
- Improved childcare resources
- Digital literacy
- Formal and informal adult education
- Opportunities for youth to become leaders
- More family activities
- Shrewsbury is a leader in green technology
- Opportunities to celebrate cultures and religions
- More programming and outreach
- Better physical access for walking, bikes, businesses
- Programming to promote local history appreciation

Next, the CPC assessed current demographic information, and received input from the Library Board of Trustees, Library staff and administrators

The next step was for the CPC to decide which service priorities, of the 18 service priority descriptions offered by the Planning for Results model, would best meet the needs of Shrewsbury. To help with that decision, the CPC employed the following criteria:

- Is the library suited to meet the identified need?
- Are other organizations working to meet the need?
- Should the library partner with others?
- Should the library lead?
- Are there short term or long term implications?
- Do we have the political backing and will to follow through?
- Does the activity complement or extend current activities?
- Does the choice serve the greatest number of people?
- Does the choice make good use of scarce resources?
- Does it satisfy identified community needs or demands?

After careful consideration of community needs, community demographics and feedback from Library officials, the CPC selected the following Library service priorities as those best suited to our community needs and desired outcomes.

1. Stimulate the Imagination: Reading Viewing or Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want it and will have the help they need to make choices among the options.

2. Provide a Welcoming Environment: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

3. Create Young Readers: Early Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

4. Understand How to Find, Evaluate and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

5. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

6. Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

These six service priorities will guide the Library in developing the strategic initiatives for library service during fiscal years 2012 through 2016.

## Our Mission

In a welcoming environment, with diverse materials, programs and services, the mission of the Shrewsbury Public Library is to stimulate the imagination, nurture literacy in young children, empower people to find and use information, encourage lifelong learning, and support our evolving community.

## Our Values

### **SPL is Focused on Customer Needs**

- We are responsive to user requests
- We encourage staff to anticipate user needs and emerging service trends
- We encourage our creative and skilled staff to be innovative in responding to the needs of the community
- We provide a diverse selection of programs, services and materials to meet user needs
- We strive to provide friendly personalized and flexible service
- We plan for the future and work continually to improve our services, programs and collections to ensure that we meet the changing needs of our users

### **SPL Supports Access for All**

- We believe information, services and collections should be available to all
- We believe that the library must have materials, programs and collections that represent divergent views, that we must serve both the minority and the majority
- We provide robust online services and keep pace with advances in technology as a means to assure broad access
- We provide diverse formats and delivery methods to assure access for all



### **SPL is Community Centered**

- We take pride in the library' s role as an integral part of the community
- We work together with the community to serve the interests of all people
- We value our town' s diversity and reflect that diversity in our services, programs and collections
- We strive to make all users feel welcomed
- We encourage cooperation with other agencies and individuals in the community
- We recognize that community support is vital to our mission

### **SPL Respects Library Users, Library Staff and the Community**

- We provide the highest quality services possible with the resources available
- We strive to tailor services to individual needs
- We pledge to maintain privacy and confidentiality
- We treat all people fairly
- We communicate openly and reliably with our staff, our users and our community
- We make efficient and effective use of funding
- We value staff skills, experience and passion for their work

# STRATEGIC INITIATIVES

## GOALS & ACTIVITIES

With FY2012 Action Plan

Included for Select Goals

## **STRATEGIC INITIATIVE 1: Provide Resources To Stimulate The Imagination.**

**Goal 1:** Provide collections that stimulate the Imagination: for Reading, Viewing and Listening for Pleasure

**User Benefit:** Residents who want materials to enhance their leisure time will find what they want, when and where they want it and will have the help they need to make choices among the options.

### **Strategies:**

#### **1.1 Improve display and arrangement of popular collections**

##### **FY2012 Action Plan**

- a. Reorganize and rearrange collections and furniture in 1979 wing to better promote popular materials
- b. Improve shelving and collection displays to better market library materials
- c. Acquire new display units for games and other non print media
- d. Develop annual display plan based on collections deemed most responsive to popular demand, and create and maintain monthly materials displays
- e. Dedicate staff time for developing marketing and display skills,

#### **1.2 Improve wait time for holds on popular materials**

##### **FY2012 Action Plan**

- a. Review current practices on holds and duplicate copy acquisitions
- b. Investigate practices in other libraries and research library literature
- c. Develop purchasing policies and practices that support shorter wait times for holds and provide more duplicate copies on shelves for library users.

### **1.3 Introduce Pilot Collection of E-readers for public circulation**

### **1.4 Expand downloadable eBook collection**

FY2012 Action Plan (for 1.3 & 1.4)

- a. Review practices and policies for e-reader loans at other libraries
- b. Assess digital rights issues and develop list of recommended devices for pilot collection
- c. Confirm funding for e reader equipment
- d. Confirm funding for e-book content
- e. Develop policies and procedures for loan of e-readers
- f. Conduct staff training on basic use of e-readers
- g. Introduce pilot collection of e-readers
- h. Conduct public training for use of libraries e-content
- i. Market availability of e-readers and e-content
- j. Monitor and evaluate e-reader equipment, usage patterns and customer satisfaction with pilot devices
- k. Develop permanent purchasing plans for e-readers
- l. Continue marketing service

### **1.5 Expand downloadable audio collection**

- a. Assess usage patterns of current downloadable audio collection
- b. Reallocate funds for purchasing additional e-audio content
- c. Investigate standing order plan options
- d. Purchase additional e-audio content
- e. Promote new e-audio content
- f. Provide instruction on using e-audio content

### **1.6 Conduct reader' s advisory training for staff**

### **1.7 Provide listening and viewing stations for public**

### **1.8 Explore community partnerships to expand & broaden library programming**

## **1.9 Expand online services and collections**

# **STRATEGIC INITIATIVE 2: Provide a Welcoming Environment, in physical and virtual spaces**

**Goal 2:** Provide physical and virtual spaces that encourage interaction, support community and offer quiet respite.

**User Benefit:** Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support networking.

## **STRATEGIES:**

### **2.1 Improve public parking**

FY2012 Action Plan

- a. Investigate and confirm offsite parking arrangements for library staff
- b. Develop and implement policy for offsite staff parking
- c. Reconfirm all offsite parking agreements for overflow public parking
- d. Advertise overflow parking availability

### **2.2 Improve public computing spaces**

### **2.3 Provide coffee or café service**

FY2012 Action Plan

- a. Investigate options for providing coffee and pastry service on weekends, via contract or arrangements with other interested parties
- b. Introduce pilot weekend coffee service during FY2012
- c. Assess impact of library use and facility, via customer and staff survey
- d. Develop café service proposal for Board of Trustee consideration
- e. Implement long term plans for weekend coffee service at library by close of FY2012
- f. Develop plan for expanded service in FY2013

- 2.4 Provide better and more abundant public seating and tables
- 2.5 Secure professional marketing services to produce marketing materials (video, brochures, etc.) to introduce library to hesitant or non-users
- 2.6 Expand self-check availability and other technology enhancements to improve user satisfaction

FY2012 Action Plan

- a. Provide three additional self-check stations
  - b. Determine most viable and user-friendly locations
  - c. Examine ideas for reallocation of staff resources or modification of roles to capitalize on any efficiencies provided by self-check
  - d. Conduct promotional and educational campaign for self-check service
- 2.7 Assess website usability
  - 2.8 Promote online resources and services
  - 2.9 Create Technology Life Cycle Plan

FY2012 Action Plan

- a. Assess Technology Plan models and identify appropriate model to address staff and public technology needs
- b. Assess current technology equipment, infrastructure and service models
- c. Create plan for ongoing replacement and development, (with attention to appropriate deployment among all library departments (children's teens and adults)
- d. Integrate plan components into budget process
- e. Assess public and staff satisfaction with technology services via user survey and modify technology plan accordingly
- f. Create dedicated budget line for technology equipment and services

## STRATEGIC INITIATIVE 3: Create Young Readers: Early Literacy

**Goal 3:** Provide Children from birth to five, and their parents, caregivers and educators collections, programs and services needed to develop early literacy skills.

**User Benefit:** Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

### STRATEGIES:

#### 3.1 Restore delivery services to preschools

##### FY2012 Action Plan

- a. Determine staffing resources needed to reestablish outreach to preschool centers
- b. Assess current staffing and volunteer resources available for this effort
- c. Investigate additional funding sources for reinstituting this service
- d. Create restoration plan and present to Board of Library Trustees consideration
- e. If approved, implement and market service

#### 3.2 Assess first card policy and recommend appropriate modifications to Board of Trustees

##### FY2012 Action Plan

- a. Review existing Library Card Policy, with focus on encouraging registration of preschool children
- b. Develop alternate means to mark milestone traditionally noted by registering children at five years old. Consider preschool and school aged cards.

- c. Develop revised Library Card Policy and present to Board of Library Trustees for consideration
  - d. Implement new card policy
  - e. Develop outreach and registration drive program for preschool children
- 3.3 Introduce program of offsite story hours and other outreach programs in locations with heavy preschool populations**
- 3.4 Reintroduce school visits and develop strong ties to educators of young children**
- 3.5 Reassess teacher card policies and modify as needed to encourage use by preschool educators**

#### FY2012 Action Plan

- a. Review existing Teacher Card Policy, with focus on expanding term of registration from school year to entire calendar year
  - b. Consider expanding “educator” definition within teacher Card Policy, to encompass broader definition of educators (homeschoolers, daycare providers, etc.)
  - c. Develop revised Teacher Card Policy and present to Board of Library Trustees for consideration
  - d. Implement new Teacher Card Policy
  - e. Development outreach program to area educators on availability and benefit of Teacher Cards.
- 3.6 Expand story time program availability and variety for preschool children**

#### FY2012 Action Plan

- a. Reintroduce “Baby and Me” program
- b. Expand staff capacity for running this program by training other staff and/or volunteers
- c. Examine training and staffing coverage needs
- d. Focus program activities on development of pre-literacy skills
- e. Develop program to encourage parents to engage in pre-literacy activities at home
- f. Acquire pre-literacy materials to loan to parents to use with children at home



- g. Assess program and determine resource allocation to expand program in 2013

### **3.7 Reassess and modify summer reading program to encourage participation by preschool children and their parents**

#### **FY2012 Action Plan**

- a. Examine existing summer reading program for ways to improve registration and participation by preschool children
- b. Examine other library models for preschool summer reading programs
- c. Expand volunteer resources to provide individual interaction with preschool parents and children
- d. Assess prize and reward system. Modify to simplify parent work and encourage participation by parents of preschool children

### **3.8 Introduce self-check units in children's room, to allow staff more time for interaction with children, parents and educators and provide more convenient option for parents**

### **3.9 Develop program to acquaint caregivers and educators to early literacy resources**

### **3.10 Introduce Birthday Book program**

### **3.11 Develop story hour and book talk programs to distribute via local public access and in downloadable format**

### **3.12 Assess staffing needs in children's department, providing appropriate staffing resources to cover program development, program implementation and expected increase in library usage resulting from new focus on early literacy**

#### **FY2012 Action Plan**

- a. Conduct benchmark study of children's department staffing in similar libraries
- b. Develop proposal for program development potential with related staffing plan
- c. Develop funding analysis and rationale
- d. Present to Board of Trustees and Town Officials
- e. Integrate into FY2013 Budget discussions

- 3.13 Introduce weekend programming for preschool children, to accommodate the schedules of more working parents

## **STRATEGIC INITIATIVE 4: Provide Services to Help Users Understand How to Find, Evaluate and Use Information: Information Literacy**

**Goal 4:** Provide the services and resources people need to understand how to find, evaluate and use information effectively. Provide services and resources for development of information literacy skills.

**User Benefit:** Residents will know when they need information to resolve an issue or answer questions and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

### **STRATEGIES:**

**4.1 Produce podcasts or other video instruction on use of library's digital content and services, for audiences of all ages**

**4.2 Create portable computer lab to facilitate improved and expanded technology instruction**

#### **FY012 Action Plan**

- a. Develop equipment list, rationale and funding proposal for portable computer lab
- b. Seek capital funding for portable lab
- c. Purchase equipment and related storage cabinets
- d. Convert current technology training curricula from lecture to "hands-on" format
- e. Introduce computer training series using new computer lab
- f. Develop small outreach program for technology training, at such locations as Senior Center, assisted living centers, etc.

**4.3 Introduce programs such as "Technology Discovery Series" to allow patrons to experiment with various technology devices and resources**

**4.4 Introduce offsite classes in technology instruction, in partnership with other organizations**

#### **4.5 Provide staff training on developing effective reference interview skills**

##### **FY2012 Action Plan**

- a. Research and collect most recent recommended curricula for reference interview training
- b. Develop plan for training all library staff on effective reference interview skills
- c. Implement training
- d. Assess results of training via staff interview and user survey

#### **4.6 Determine viability of online library card Registration**

##### **FY2012 Action Plan**

- a. Investigate online library card Registration policies and procedures at other libraries
- b. If online registration is advisable, develop policy proposal for Board of Trustee consideration.
- c. If approved, implement and advertise online registration services

## STRATEGIC INITIATIVE 5: Provide Services to Satisfy Curiosity and Encourage Lifelong Learning.

**Goal 5:** Provide the services and resources people need to satisfy interests and curiosities and learn throughout their lives

**User Benefit:** Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

### STRATEGIES:

5.1 Introduce off site programs for locations with senior populations

5.2 Create formalized collection development policy, with emphasis on responding to demand for popular materials and formats

5.3 Develop program marketing guidelines, focused on reaching a broader audience (especially non-users)

5.4 Develop programs and services that encourage discovery and learning for all ages.

#### FY2012 Action Plan

- a. Plan for Big Read or other community wide reading program in FY2012
- b. Convene planning committee in FY2011
- c. Select theme that encourages lifelong learning and cultural understanding (see Goal 6)
- d. Develop project schedule, program series and marketing plan
- e. Submit grant application to National Endowment for the Arts or other appropriate agency
- f. Implement community reading project in FY2012

5.5. Investigate program fees policies at other libraries and develop policy recommendation for Board of Trustee consideration. Focus here is on means to provide more costly programs, with part of cost being shared by users. Consideration must be given to provide options for users unable to pay fees.

5.6 Investigate proctoring programs and policies at other libraries and develop policy and program recommendation for Board of Trustee Consideration

## **STRATEGIC INITIATIVE 6: Provide Services to Celebrate Diversity and Develop Cultural Awareness.**

**Goal 6:** Provide programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

**User Benefit:** Residents will have programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

### **STRATEGIES:**

#### **6.1 Provide cultural awareness and sensitivity training for library staff**

##### **FY2012 Action Plan**

- a. Work with Library management to determine area of need for diversity or awareness training
- b. Identify appropriate agency or speaker for presenting program of understanding for staff
- c. Conduct training program for staff with this partner agency or individual
- d. Assess usefulness of training via staff survey
- e. Integrate staff input into plans for next training session

#### **6.2 Conduct community wide reading program such as The Big Read, which allow people from diverse groups to experience a common program experience.**

##### **FY2012 Action Plan**

- a. Plan for Big Read or other community-wide reading program in FY2012
- b. Convene planning committee in FY2011
- c. Select theme that encourages lifelong learning(see Goal 5) and cultural understanding
- d. Develop project schedule, program series and marketing plan
- e. Submit grant application to National Endowment for the Arts or other appropriate agency
- f. Implement community reading project in FY2012

#### **6.3 Provide programs that encourage users to learn about other cultures within the community; i.e. community fairs, music, literature, cooking, arts**

**or other programs that allow exploration of the practices and customs of others.**

**FY2012 Action Plan**

- a. Conduct four adult programs during FY2012 that encourage understanding of other cultures, two highlighting traditional ethnic groups in Shrewsbury, two highlighting newer ethnic groups
- b. Conduct four children's programs promoting cultural understanding
- c. Conduct one teen program promoting cultural understanding.
- d. Advertise availability of library sponsored programs via publications and media used by area religious institutions, cultural organizations or ethnic associations, in addition to library newsletter and other media outlets

**6.4 Co-sponsor programs with other cultural or ethnic organizations**

**FY2012 Action Plan**

- a. Contact area religious institutions, cultural organizations or ethnic associations to seek input and assistance on programs cited in 6.3
- b. Advertise availability of library sponsored programs via publications and media used by area religious institutions, cultural organizations or ethnic associations, in addition to library newsletter

**6.5 Co-sponsor programs with area schools**

**6.6 Investigate joint programming with other libraries, to control costs and expand resources and audience base.**

**FY2012 Action Plan**

- a. Contact four other libraries in immediate area to determine interest in joint programming
- b. Identify four program topics suitable for joint sponsorship
- c. Determine funding split, location distribution, advertising and implementation responsibilities for these programs
- d. Implement four programs during FY2012, based on these understandings and commitments



# Appendix

# EXECUTIVE SUMMARY of SHREWSBURY PUBLIC LIBRARY COMMUNITY PLANNING COMMITTEE WORK

Carolyn Noah  
Noah Associates  
August 2010

A group of eleven community representatives met as the Shrewsbury Library's Community Planning Committee (CPC) twice during July and August of 2010 to recommend service priorities to the library's staff and trustees. CPC members were representative of many Shrewsbury constituencies, including parents, young adults, business people, non-profit organizations, and the education community.

Members of the Community Planning Committee, were: Suchitra Agrawal, Lauren McShane, Jeff Chin, Erin Canzano, Patricia Forts, Wendy Morin, Jim Dupont, John Concordia, Sue Nerkowski, Dennis Holtgreffe, and Carol Borgatti Cullen. The meetings were facilitated by an outside consultant, Carolyn Noah.

Using *Strategic Planning for Results* (by Sandra Nelson, Public Library Association, 2008) to structure their discussion, the CPC first met on July 15. They constructed a vision of Shrewsbury's ideal future; conducted an exercise to identify strengths, weaknesses, opportunities and threats. This work was summarized in the following list of desirable community outcomes or visions.

Who benefits?                      What's the benefit?                      Result?

Audience to Benefit	Vision	Outcome
Everyone	Lower tax rate	attracts businesses, improves schools
Seniors, disabled people	Facility improvements and parking	Better accessibility
Children, teens	Strong school system	Educated community
Everyone	Better town recreation, ball fields	Better town spirit, higher value
Teens, adults, seniors, researchers, students, businesses	More online databases	improved knowledge and opportunity
Businesses	Stronger identification with Metrowest	improved growth, tax base, services
Businesses	Develop Route 9	Improved access, attractiveness, funding
Indian community	More cultural activities	Attract new Indian residents, more restaurants/ more engagement and higher tax base

Non-English speakers	Strong services for non-English speakers	better informed residents, reduced tension and conflict
Special needs population	Improved access to resources	people are self- sustaining, town attracts nonprofit organizations
Job seekers, high school and college students	College prep programs, Job Center	Employed and stable community
Parents, children	Improved childcare resources	Families are more secure and stable
Adults, seniors, immigrants	Digital literacy	Reduced age and class divides, an informed community
Adults, seniors	Formal and informal adult education	Increased skills, improved cultural atmosphere
Children, teens	Youth become leaders	Expanded opportunities
Families	More family activities	Builds culture, vibrant community
Everyone	Shrewsbury is a leader in green technology	Green economy, economic benefits
Everyone	Celebrate cultures and religions	More cohesion, less prejudice
Those physically unable to use library	More programming and outreach	more accessibility
Everyone, businesses	Better physical access for walking, bikes, businesses	healthier community, better business environment
Everyone	Programming to promote local history	increase cohesiveness, pride

At this first meeting the CPC also learned about current library services and potential library service priorities in response to community needs. The meeting concluded with a preliminary identification of 16 service priorities that would help to achieve their vision.

During July, the library's Trustees met to consider the CPC's recommendation. The Trustees recommended that the priorities be reduced in number to a total of no more than ten, and asked that "Visit a Comfortable Place" be promoted in importance.

The staff also met and asked that priorities be further focused, as well as selected to serve the largest range of people possible. A combined meeting of management and front line staff recommended that only seven service priorities be selected in order to provide staff the opportunity to focus effectively.

The CPC held a second meeting on August 3, 2010. Participants discussed the full service priority descriptions at length and thoughtfully. Library Director Ellen Dolan presented the recommendations of the Trustees and library staff. In two rounds of voting, committee members identified six priorities that they believe will serve Shrewsbury residents effectively during the next three to five years. They are:

- 1. Stimulate Imagination: Reading, Viewing and Listening for Pleasure**

Residents who want materials to enhance their leisure time will find what they want when and where they want it and will have the help they need to make choices among the options.

**2. Provide a Welcoming Environment: Physical and Virtual Spaces**

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

**3. Create Young Readers: Early Literacy**

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

**4. Understand how to Find, Evaluate and Use Information: Information Literacy**

Residents will know when they need information to resolve an issue or answer question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

**5. Satisfy Curiosity: Lifelong Learning**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**6. Celebrate Diversity: Cultural Awareness**

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.